

Summary Notes

2002 Regional Forums on WIA Reauthorization Philadelphia, PA

April 18, 2002

The U.S. Department of Labor, Employment and Training Administration scheduled a series of public forums in March - May 2002 to hear comments on issues related to the reauthorization of the Workforce Investment Act (WIA). A public forum was held in Philadelphia, Pennsylvania on April 18, 2002 at the Holiday Inn – Independence Mall. A total of 110 participants attended and 17 participants made comments. Also in attendance were representatives from the ETA National and Regional Offices, and from Technical Assistance and Training Corporation (TATC).

The session was introduced as follows:

- **Welcome and Introductions**

Thomas Dowd, Region II Administrator
Employment and Training Administration

David J. Lett, Region III Administrator, Administration for Children & Families
U.S. Department of Health and Human Services

- **Overview of Reauthorization Issues and Process**

Mason Bishop, Special Assistant to the Assistant Secretary
Employment and Training Administration

- **Explanation of Public Comment Process**

Cheryl Martin, TATC Facilitator

Cheryl Martin moderated the public comment session that followed. Pre-registered speakers were invited to present their comments first. Seventeen speakers presented oral comments, some of whom submitted written comments to supplement their presentations. The summary below considers only the comments recorded during the forum. Written comments will be summarized in the final report to be submitted at a later date.

Comments are categorized according to the topics in the *Discussion Guide on WIA Reauthorization Issues*:

- I. Business Engagement
- II. Governance / State Flexibility
- III. Linking WIA with TANF and other Partner Programs
- IV. One-Stop Career Centers
- V. Unemployment Insurance (UI) / Employment Service (ES) Reform and the One-Stop System
- VI. Improved Opportunities for Training

In addition, participants were asked, “If you could change one thing about WIA, what would it be?”

I. Business Engagement

- Link effectively with economic development constituents to really serve employers.
Local Government
- Our Local WIB views employers, not our job-seekers, as their customer base, and that is a problem. *Local One-Stop Partner: TANF*
- ETA’s recent announcement that business is the principal customer of the workforce development system concerns us. The worker must remain an important focus. We cannot exclude either group. The needs of employers and workers are different, but not mutually exclusive—quality training and education meets the needs of both.
Union Representative
- We try to participate in customized training programs, but they are not as effective – not quick enough response to employers’ needs and the bureaucracy frustrates employers and reduces our credibility with them. We need a smoother approach with localized pools of money. *Local Non-Profit Service Provider*
- Economic development is a required partner, but WIA should encourage ad hoc committees to link economic development with WIA without these groups having to be Board members. *State Government*

Business Role on Workforce Investment Boards

- The overall goals of the private-sector WIB members are to ensure economic sustainability, growth, and profitability of our regional industries and to improve economic opportunities for our workforce. *Local Workforce Investment Board (WIB) Staff*

II. Governance / State Flexibility

- WIBs, contained in Title I, are tied to oversight of only one part of system and have no legislative authority over any other partners. In my Local Area, WIA Title I accounts for less than 10% of funds flowing into the system. Right now many equate One-Stop with WIA Title I programs. We recommend the following structural reforms to realign WIA to support a systems approach to workforce development:
 - Move One-Stop authority from Title I to Title V of WIA
 - Move Unified Planning provisions to a new Title VI.
 - Move authority for State and Local WIBs to the new Title VI.

What this would accomplish:

- Disentangle system from single funding streams. Need wide array of public and private funders.

- TANF and WIA Title I need to be leveraged to serve similar clients

Local Workforce Investment Board (WIB) Staff

Employer Engagement in Workforce Investment System

- Employers who violate labor laws should not receive public subsidies such as on-the-job training or customized training. *Union Representative*
- The private sector gets mixed messages. Is the purpose of workforce development to build a skilled workforce and improve national competitiveness, or to serve specific populations? Is it mainly economic development or social services? *Local WIB Staff*

Flexibility and Concerns Regarding Funding

- WIA Section 167, the National Farmworker Jobs Program (NFJP), has been zeroed out of the budget and won't be considered for reauthorization. The NFJP should be preserved and reauthorized under WIA. It should remain at the National Office level. Its budget should not be zeroed out but doubled to reach more customers. Dissolution of this program will also have a strong negative impact on the agricultural business sector of our economy. *One-Stop Partner: Migrant and Seasonal Farmworker Programs*
- There needs to be a continued and strengthened investment in a skilled workforce. WIA is under-funded. Cutting funds now is ill-advised in uncertain economic times. *Local Non-Profit Service Provider*
- States should be required to pass on 60% of rapid response funds to Local Areas. *Local WIB Staff*
- Do not reduce funding of either TANF or WIA as proposed by the Administration. *Non-Profit Organization*
- It is critical to consider the issue of flexibility on administering and allocating funding streams, especially within a state. The formulas are very prescriptive. *State Government*
- Establish incentives to encourage blending and leveraging of non-WIA funding streams. *State Government*

Balancing State and Local Administration of the System

- The local delivery and direction of welfare serves as an example of balancing state and local roles. A key component of this is allowing the Local Areas to build an effective system. Local system is closest to the community. States should set policies and standards, while Local Boards should concentrate on improving programs and services and driving system changes where deemed necessary. *Local Government*
- We need states and locals to be flexible in their response to local needs and to build on successful strategies. *Local Non-Profit Service Provider*

- We live in labor market areas. WIBs only represent political jurisdictions. Employers' operations and people's commutes span multiple jurisdictions. Local Areas should be regionalized and built around labor markets. *Local Non-Profit Service Provider*

Workforce Investment Boards' Role and Membership

- Run One-Stops like private businesses. Employers expect that. This entails letting WIBs direct this effort, including an increased role in directing public funding streams and allowing WIBs to be accountable for the results. This would also require the professional upgrading of staff, streamlining bureaucratic regulations, and similar changes. *Local Government*
- Boards have a different role than service providers. Boards are private-sector driven and provide guidance and oversight. *Local WIB Staff*
- WIA should reinforce the role of Boards as neutral brokers, independent of service providers and possessing the credibility that comes from being free of conflicts of interest. They must ask the right questions on strategic issues; build partnerships, working relationships, and strategic alliances; all to align resources in support of common strategies. Boards must also hold contractors, One-Stop operators, and service providers accountable but be separate and distinct from them. *Local WIB Staff*
- Eliminate the requirement that One-Stop partners serve on Boards. This would make Board size more manageable, conserve the business focus, and remove conflicts of interest. One-Stop partners should certainly be part of One-Stop governance to the extent that they actively participate in and financially support it, but not in Boards that set policy and evaluate performance. *Local WIB Staff*
- The business sector dominates WIBs, and training issues are represented only by the public sector. But community-based organizations (CBOs) are private too. Training and educational organizations (both non-profit and for-profit) need to be part of creating entrepreneurial vision to solving problems in the community. *Local WIB Member and One-Stop Partner: Youth*
- WIA should clarify the mandate for WIBs to be a coordinating mechanism across all funding streams and to bring resources into alignment with strategies. *Local WIB Staff*

General Comments Regarding Flexibility and Governance

- We must have a much broader authority to address the incumbent worker system. While there is a high demand among WIBs to serve this sector of the workforce, the nature of our performance measures makes this almost impossible. *Local Government*
- WIA works well where the same official is responsible for welfare and workforce programs, but in multi-county jurisdictions it doesn't work. DOL should reconsider

the Local Workforce Investment Area boundaries and let the states set them. *Local One-Stop Partner: TANF*

- Governance issues regarding strategic planning versus details, coordination versus flexibility is relevant to the question of how you legislate leadership. *Local WIB Member and One-Stop Partner: Youth*

III. Linking WIA with TANF and other Partner Programs

Partnership

- Here in Pennsylvania, we have had MOUs in all local areas as part of Pennsylvania CareerLink and pay a minimal fee. We want to remain a One-Stop partner, but we've had many problems. WIA didn't stipulate that national Federal programs be represented on state and local Boards, so we are often excluded. *One-Stop Partner: Migrant and Seasonal Farmworker Programs*
- Labor unions should be consulted in discussions of training due to our knowledge and experience. *Union Representative*
- Community-based organizations (CBOs) should be able to participate in CareerLink One-Stop sites without having to pay so much. *Local Non-Profit Service Provider*
- We need clear legislative provisions requiring the alignment of resources in support of Boards' strategic objectives to prevent duplication of effort and missed economic development opportunities. Unless Boards have access to the full arsenal of workforce development resources in their community, they cannot provide a coordinated strategy to promote economic growth and sustain key industries. *Local Workforce Investment Board (WIB) Staff*
- WIA should require mandatory partners (such as VETS and VR) to contribute to common One-Stop facilities and costs, and their staff should provide universal services proportionate to the extent that their eligible populations are served in One-Stops. *Local WIB Staff*
- Our region's five leadership forums on welfare reform, held in 1997, identified the following organizational factors in successfully moving people from welfare to work: transportation, employment and training, health care, private business sector, entrepreneurship, coordination, faith-based community, government, child care, clothing identification, advocacy, knowledge of resources, housing, education, and access to resources. Volunteerism was also identified as important. The forums concluded that collaboration among the different disciplines is paramount to designing an effective and efficient infrastructure to link all the organizational factors together and build stronger, self-sustaining communities. The forums also identified faith-based and community-based organizations, volunteers, and the private sector as equal partners with others in designing and operating this infrastructure. *Federal Government*

- Achieving collaboration is difficult. We need a mechanism to reward states for doing so, e.g., for developing unified plans that include specifics (nuts and bolts issues) on true systems integration. *State Government*
- The majority of my state's residents work in other states. Reward states for collaborating with other states and reward WIBs for engaging in interstate collaboration. *State Government*
- DOL should look at possible WIA linkages with state-funded customized training programs, which are directly linked to economic development. *State Government*

Developing "Commonalities"

- Reduce reporting burden by coordinating reporting requirements across agencies. *Local Non-Profit Service Provider*
- Transfer part of WIA funds to other block grants, such as SSBG, CCDF, and TANF. *State One-Stop Partner: TANF*
- We need guidance from ETA on confidentiality issues of sharing data across programs. *State One-Stop Partner: TANF*

WIA-TANF Linkages

- Welfare and workforce development systems should have incentives, not mandates, to integrate. *Local Government*
- We thought WIA was a great thing when it was first enacted, but have found it doesn't work due to over-regulation and micromanagement. TANF works because it's flexible. If TANF were forced to be mandatory partner, it would be an albatross around our neck. Our agency tried to partner with the One-Stop, but DOL regulations made it not cost effective to do so. *Local One-Stop Partner: TANF*
- We don't want TANF to be a mandatory WIA partner because we would lose our flexibility. *Local One-Stop Partner: TANF*.
- TANF agencies are the best prepared to serve customers in our office. *Local One-Stop Partner: TANF*
- TANF hardest-to-serve customers get "recycled" throughout the system, partly due to the lack of communication among partners. *Local One-Stop Partner: HUD*
- TANF is a separate program with separate needs for clients. TANF clients need much more intensive work compared to others, like dislocated workers. TANF and WIA need to be kept separate. *Union Representative*
- We support close collaboration between TANF and WIA to broaden the range of services. TANF can be a mandated partner as long it is kept separate, not subsumed into WIA. *Local Non-Profit Service Provider*

- We need to require TANF agencies to become full One-Stop partners so that welfare recipients will not be excluded from mainstream employment services. *Local WIB Staff*
- Encourage local flexibility by allowing either TANF or WIA to pay for training and career counseling. *Non-Profit Organization*

Job Retention and Advancement

- The workforce system needs to provide quality education and training, leading to high-wage jobs with upward mobility. *Union Representative*
- Look at the self-sufficiency standard for Pennsylvania as an example of what's needed to work out of poverty. *Local Non-Profit Service Provider*
- Credentialing is not supported by the market. *Local WIB Staff*
- Parents leaving welfare for work want to work, to blend in with rest of workforce, to contribute to their communities, and to support their children, and they want their children to be proud of them. *Federal Government*

Connecting Welfare Reform and UI/ES Reform

- We need to support the needs of health care industries and of potential TANF returnees who were the last hired and are the first fired. *Local Non-Profit Service Provider*

Access to Other Supports

- Our caseload is down to all hard-to-serve customers. A local college did a study that showed that these customers are not ready for training. They first need to learn soft skills—how to get up in the morning and go to work and not get mad and quit the first time someone looks at you wrong. In response, we hired intensive case managers to “shadow” our customers and help them deal with barriers as they come up. This has been very successful. *Local One-Stop Partner: TANF*
- “Work-First” is not working for our customers; we have to develop their life skills in order to show progress in these training programs. *Local One-Stop Partner: HUD*
- Migrant and seasonal farmworkers (MSFWs) are a special population. It is imperative to educate the workforce system about their needs for training and support services. *One-Stop Partner: Migrant and Seasonal Farmworker Programs*
- Stabilization services: Farmworkers often arrive in busload with immediate assistance needs (such as having no housing ready for them when they arrive). They can reach us 24/7 via a hotline and on-call staff. *One-Stop Partner: Migrant and Seasonal Farmworker Programs*
- We ask that funding be included for CareerLink case managers to increase access for customers with multiple barriers. Pennsylvania gives a lot of flexibility to serve these customers; we need to continue to expand their opportunities. *Local Non-Profit Service Provider*

- We interviewed 72 low-wage workers. They said their greatest needs are life skills, education, training, and guidance on the pathway to self-sufficiency. None received career counseling and time off for personal or family crises. *Local Non-Profit Service Provider*
- Multiple-barrier populations are more costly to serve. The system needs to be more sensitive to providing up-front supports so that we can prevent people from needing UI or TANF. *Local Non-Profit Service Provider*

IV. One-Stop Career Centers

- Create a new funding category for local innovation (pilot programs and one-time investments) capacity building, etc.) for local WIBs. Uses could include front-line staff skills upgrade and certification, technology improvements, etc. *State One-Stop Partner: TANF*
- We need ETA to provide additional guidance and research on and dissemination of best practices, as well as more direction and information regarding the use of technology to provide services and to do case management across programs and funding streams. *State One-Stop Partner: TANF*

Challenges to Integrating Services

- Many customers have issues like literacy problems and long-term substance abuse. There has been culture shock felt both by partners and customers. *Local One-Stop Partner: HUD*
- I see a gap in communication among partners. As a partner, we need to know exactly what the other partners are doing. Some partners that are making referrals are not informed of all the available services. For example, the WIB has a literacy program that could benefit TANF recipients, but the partners are not referring their TANF customers to it. *Local One-Stop Partner: HUD*
- We caseworkers are stuck in the middle, trying to advocate for our customers without antagonizing our partners. Some partners have preconceptions about customers and find excuses to not be part of the system (e.g., “The customers have underlying issues that you need to address first.”). *Local One-Stop Partner: HUD*
- There needs to be cross-training with all partners, including the staff who do the actual work, not just the decision makers. That would make our jobs much easier. *Local One-Stop Partner: HUD*
- Procurement rules, at least in our area, hinder the opportunity to develop good coordination. Leader (head of WIB or Youth Council) does vague planning but is not allowed (at least in New Jersey) to ask relevant, specific questions, which leaves peers having to play the role of negotiator. *Local WIB Member and One-Stop Partner: Youth*

Access for Persons with Disabilities

- There are customers with literacy issues who drop out of our programs, and I find out later that they were classified as special needs. They have many frustrations. *Local One-Stop Partner: HUD*

Workforce Development System as the “Single Access Point”

- Farmworkers need outreach and won’t go to the front door of most One-Stops. They need non-traditional hours for access. *One-Stop Partner: Migrant and Seasonal Farmworker Programs*

V. UI / ES Reform and the One-Stop System

There were no comments on this topic.

VI. Improved Opportunities for Training

- Training and education provide not only job-specific skills, but also the critical thinking and problem-solving skills needed to handle the changing and increasingly complex workplace. *Union Representative*

Training Funds

- Short-term training results in short-term jobs and high turnover. Education needs to be a priority; it requires long-term resources. *Union Representative*
- Local Areas should be able and encouraged to spend more on training. Make it easier to preserve the maximum amount of WIA funds for skills training. *Local Non-Profit Service Provider*
- Reduce barriers to fund training. *Non-Profit Organization*
- The whole issue of the system failing due to low expenditure rates is because we were told not to spend money on training. *State Association*

Adult Programs

- The lack of a GED keeps many customers from gaining access to training. *One-Stop Partner: Migrant and Seasonal Farmworker Programs*
- WIA needs to improve services. Dislocated worker services should be broadened to extend for a longer time. *Union Representative*
- Investment in extensive, objective assessment is probably more valuable than even job training for some individuals. *State Association*

Sequence of Services and “Work-First” Policies

- Putting customers through the hoops of the three service levels will not address the need to move people through quickly. *Local Government*
- Expand intensive services definitions to include literacy skills as defined by the National Institute for Literacy. *Local Government*
- WIA led to a drop in training activities due to the three tiers of services. *Union Representative*
- Welfare leavers must know they have options for training. The mandated sequence of services hampers many individuals from entering the training they need. Job-seekers receive mixed messages about whether they can access training and education. *Local Non-Profit Service Provider*
- WIA is not a Work First program and need not require providers to operate that way. State explicitly that services can be offered if they will contribute to self-sufficiency. *Local Workforce Investment Board (WIB) Staff*
- Reduce the number of steps clients must go through to access training. *Non-Profit Organization*
- When the first year of WIA rolled out, it was interpreted as being “Work-First” and the ITA allowability was the optimal thing but unfortunately, administrators were to discourage staff from moving people quickly to training, even those who clearly needed it. Customers have to go through unnecessary hoops: fallacious job searches and documenting things to prove that the client truly needed the investment. We need to streamline hurdle of core and intensive services. *State Association*

Eligible Training Providers (ETPs) and Individual Training Accounts (ITAs)

- We support accountability, but we need a consistent approach to ITAs and ensure that they meld well with other DOL programs, such as Trade Adjustment Assistance. There must be a process to “fast-track” these customers into the most critical jobs. *Local Government*
- The ITA program is ineffective due to DOL regulations. Our agency started our own IDA program that attracted bank investment. *Local One-Stop Partner: TANF*
- WIA training programs are narrowly tailored to specific occupations. If you don’t want to be a phlebotomist, truck driver, or hairdresser, there are no programs for you in our county. *Local One-Stop Partner: TANF*
- Our application to be an ETP was denied. There needs to be a way for community-based organizations that have education and training experience with special populations to join the provider list, even if they are not accredited institutions. Accreditation doesn’t guarantee cultural competency. *One-Stop Partner: Migrant and Seasonal Farmworker Programs*

- In Pennsylvania, there is a serious problem with the ETP list. It excludes most community colleges and other excellent programs due to cumbersome reporting requirements. No registered nursing or allied health programs are on the list. *Union Representative*
- Limit ETP tracking requirements specifically to WIA-funded clients. *Local Non-Profit Service Provider*
- The ITA system needs to allow more non-profit providers to participate without being so financially at risk of uncertainty about who will be referred to them. *Local Non-Profit Service Provider*
- Local Boards should be allowed to waive the requirement that training providers submit information on all customers if that requirement has the effect of excluding providers from the list (which we all know it does). *Local WIB Staff*
- Customers shouldn't have to go through all three tiers of service in order to be eligible for ITAs. For example, TANF recipients should be automatically eligible. *State One-Stop Partner: TANF*
- Use ITAs as a sectoral approach component. *State One-Stop Partner: TANF*
- Pay bonuses to states that include non-WIA funded service providers on their ETP lists. This could remove disincentives to serving WIA-funded customers and the additional providers would create the critical mass needed to have a truly market-driven system. *State One-Stop Partner: TANF*
- We need guidance from ETA on the use of education providers as part of the ETP system. *State One-Stop Partner: TANF*
- Training providers are separated out from a lot of work they've done well. The system treats us as vendor when we have a lot of direct experience with employers. We are equipped to take ITAs, but it doesn't allow us to really connect our training to our employers. *Local Non-Profit Service Provider*

Youth Programs

- WIA should continue and strengthen the shift of youth programs from summer programs (which are mainly income transfers) to year-round skill building. *Local WIB Staff*
- Finding qualified youth providers is a problem. Getting community-based organizations up to the level of providing comprehensive, quality services, such as through the DOL-endorsed PEPNET accreditation process, requires a lot of technical assistance—more is needed. *Local WIB Member and One-Stop Partner: Youth*
- Look for opportunities to coordinate with other youth programs with similar goals via waivers for common eligibility, reporting, etc. These partners can include foster care, juvenile justice, and schools. *Local One-Stop Partner: Youth*

Eligibility Determination

- Eligibility for intensive youth services should be based not on parents' income, but skill deficiencies. Or if this is not possible, base the youth eligibility on participation in free/reduced school lunch instead of requiring full family income disclosure. There should also be core youth services available universally without any income tests. This would improve relations with schools and make One-Stops more "youth-friendly." *Local WIB Staff*
- Since WIA we are turning away 3 times as many youth applicants as before. Enrollment criteria have gotten way too tight. We are turning away youths from working poor families for having \$50 too much. Eligibility should be based on something else, like skill deficits, or at least on looser income standards. *Local WIB Member and One-Stop Partner: Youth*
- To reduce the burden for establishing youth eligibility, use income proxies such as school lunch participation or Empowerment Zone residence. The youth we are screening out are not high income. *Local One-Stop Partner: Youth*

Recruiting and Serving Out-of-School Youth

- Reconsider the 30% required expenditure rate for Out-of-School Youth and let Local Boards specify in their plans where they want to focus their resources and why—some Boards may find dropout prevention to be a better investment. *Local WIB Staff*
- I strongly favor targeting Out-of-School Youth for funding—if it were up to me I would give them 100% of the funding. The reason: In-School Youth at least have the school system and its resources, but there are virtually no resources for Out-of-School Youth. Traditionally Out-of-School Youth have been served by community-based organizations (CBOs), many of them small. The challenge is how to create a system out of unaffiliated or loosely affiliated CBOs? *Local WIB Member and One-Stop Partner: Youth*
- Any agency that has trouble recruiting Out-of-School Youth must be doing something wrong, e.g., young people don't feel comfortable going there. We have so many applicants that traditionally we turned away half. *Local WIB Member and One-Stop Partner: Youth*
- Maintain the 30% allocation for Out-of-School Youth, perhaps expand category to include chronic truants who may fall through cracks. *Local One-Stop Partner: Youth*
- Maintain the 30% minimum for Out-of-School Youth. Even full funding won't come close to school districts' resources to serve In-School Youth. *Local One-Stop Partner: Youth*

Youth Categories

- Divide youth programs based on proximity to labor market (in-school versus out-of-school), not age. *Local WIB Staff*

- Older versus younger youth distinction should be replaced with in-school versus out-of-school. *Local One-Stop Partner: Youth*
- Change from younger/older to in-school/out-of-school distinction. *Local One-Stop Partner: Youth*

Top-Priority Changes to WIA

- Streamline the unnecessary hoops customers have to go to in order to get ITAs, or at least provide them with objective assessments. *State Association*
- Reward states who achieve true collaboration, both intrastate (between agency partners) and interstate (with other states who share the same labor market). *State Government*
- Clarify WIBs' mandate to coordinate and strategically align resources and design performance measures to assist this role in real time. *Local WIB Staff*

Other Issues

Performance Measures

- Reduce the 17 performance measures to a few, including one for real customer satisfaction for both job-seekers and employers. *Local Government*
- Measurements, requirements, and observations of performance need to be in place so that we know whether programs are working like they should be. But states should be very flexible about benchmarks and requirements for programs like ours that work with the hardest-to-serve customers. *Local One-Stop Partner: HUD*
- Performance measures should take local economic conditions into consideration. *Local Non-Profit Service Provider*
- Incumbent workers should be exempted from WIA performance measures or should have separate ones. Only incumbent worker programs have immediate relevance to employers. Incumbent workers need shorter-term measures; 12-month tracking is unheard of in the private sector. *Local Workforce Investment Board (WIB) Staff*
- Performance measure calculations create disincentives to reach hard-to-serve customers. To counter this, have risk adjustment formulas that let Local or State Boards exempt a percentage of customers from performance calculations. *State One-Stop Partner: TANF*
- We need performance standards that can be understood and applied in real time for management and continuous improvement across the major funding streams. *Local WIB Staff*

- An unintentional effect of performance measures on youth contracting is shortened time in programs. Providers exit youths as soon as they reach a goal so that they won't mess up their performance numbers. *Local One-Stop Partner: Youth*

TANF Reauthorization

- TANF reauthorization should expand the job search role beyond the 4-week limit because many recipients have multiple barriers and require significant levels of service. *Local Government*
- I strongly support the superwaiver provisions in TANF reauthorization. These will allow states to be creative. *State One-Stop Partner: TANF*
- In TANF, we need greater flexibility and a greater focus on self-sufficiency, not caseload reduction. *Non-Profit Organization*

Sectoral Initiatives

- Use Individual Training Accounts (ITAs) as a sectoral approach component. *State One-Stop Partner: TANF*
- DOL should work to expand sectoral initiatives in WIA and TANF with more 2nd-year funding for technical assistance to and evaluation of National Sectoral Demonstration Projects. *Non-Profit Organization*

Limited-English Customers

- To serve farmworkers, it is very important to have bilingual and bicultural staff, especially for case management. Although most farmworkers speak Spanish, we also serve farmworkers from Bosnia and Southeast Asia. *One-Stop Partner: Migrant and Seasonal Farmworker Programs*
- Serving this special population can require program re-design. For example, in a typical One-Stop, Commercial Driver License training takes 4 weeks. For one of our farmworker customers, we had to elongate the training so that he could learn in Spanish first, then English. He also needed specialized tutors to sit in on his classes. This extra effort paid off; the customer succeeded and now earns more than \$50,000 as a truck driver, compared to \$13,000 as a farmworker. *One-Stop Partner: Migrant and Seasonal Farmworker Programs*

WIA Planning Provisions

- WIA planning provisions should address the need to analyze and provide customer information about jobs, wages, and advancement opportunities in key sectors of the economy. State and Local Boards should be required to share these responsibilities to help them move more directly into the strategic role that they can play, working with both employers and workers in need of assistance. *Non-Profit Organization*